

ADMINISTRATIVE - INTERNAL USE ONLY

APPROPRIATIONS/BUDGET
OTR AUDIT FILE
OTR 76-6201
11 MAR 1976

MEMORANDUM FOR: Chief, Audit Staff

FROM : Alfonso Rodriguez
Director of Training

SUBJECT : Office of Training Survey

REFERENCE : Draft Memorandum from Chief, Audit Staff, OIG
to DTR, dated 20 January 1976, Same Subject

1. As promised to Chief, General Audit Group, on 2 March 1976, there is set forth below comments on the survey of OTR. On some points initiatives have been taken within OTR to implement recommendations in the reference. On others, new developments have overtaken or at least changed the context of the problem faced. I have attempted to put all this into perspective and indicate the relatively few instances where there is genuine disagreement with the recommendations in the reference.

2. Career Training Program: In an earlier discussion we noted that the numbers of CTs which will be recruited and trained, starting in FY 1977, would be approximately 70 instead of the 40 cited in your survey. Further, the Deputy Director for Operations in a memorandum to the DTR dated 1 December 1975 indicated "...it is probable that we will request an additional increase in Career Trainees since we will be almost totally dependent by that time (September 1976) on the CT Program for outside hires to meet our junior operations officer needs." Our current interpretation of this forecast means that the number of CTs to be recruited and entered on duty from outside the Agency will total approximately 90 in FY 1977. It appears that your discussion of the CT Program in Attachment A of the Reference came at a point in time when requirements were bottoming out.

3. We are also moving into a significant modification of the CT Program in a manner not recognized in the survey.

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The program once consisted primarily of bringing into the Agency a pool of well-qualified generalists followed by training, rotational assignments, and placements. At present, representatives of components, particularly of the Operations Directorate, are assisting the CT staff in the interviewing and selecting process and the majority of CTs are now earmarked for placement prior to entry on duty. This development offers an opportunity to recruit high quality officer personnel despite a limited number of vacancies and to continue a training program which has been singularly successful.

4. Your draft survey recommended that a comprehensive review of the CTP is warranted. While not agreeing with all the facts and reasoning which leads to this conclusion, I nevertheless have no hesitancy whatsoever to have the program reviewed.

STATINTL

5. [REDACTED] and Ops Training: In view of the comments in the memorandum from the DDA to the IG of 4 February 1976 concerning the Audit Survey, I refrain from commenting further at this point. I would note that the [REDACTED] Deputy for Operations is the chief of the operations instructor staff and a change in the subordination of operations training would not make this position superfluous. STATINTL

6. Functional Training Division: I heartily endorse the recommendations to obtain positive training feedback from participants who attend management and administrative courses and that only students who meet the qualifications for attendance be enrolled in this training. We agree with the recommendations on the Operations Training Branch. Subsequent to the survey we inquired into the possibility of transferring the ALT Branch from its present location into an Agency-controlled building. Chief, Cover and Commercial Staff, speaking for the DDO, is opposed to a change. We are planning to go ahead and improve the security aspects [REDACTED] and we anticipate the establishment of a secure telephone line.

STATINTL

7. Intelligence Institute: As you know there were considerable differences between my staff and your inspection staff over the question of payments to guest speakers. My staff felt that the understanding of the situation was considerably less than optimum and the recommendations were developed essentially on the basis of adherence to regulatory

standards and not in order to obtain the best guest speakers and to ensure an effective training program. As to the scale of guest lecturers' fees, I would note that other elements of the Office of Training often pay less than the schedule provides. Further, the total expenditure for guest speakers represents a small fraction of the OTR budget.

8. Language Learning Center: Since the annual report of the Language Development Committee for FY 1975 was prepared, a number of actions have been taken in the direction of improving the Agency's language capabilities. There are attached a memorandum from the Chairman, Language Development Committee to the DDA of 25 February 1976 and a report from the DDI representative on the LDC to Dr. Proctor. Given the high level attention by the DDO and DDA to this problem, I would suggest that nothing further can be done at this point significantly to improve the situation.

9. Records and External Program Group: I would like STATINTL to note that Employee Bulletin [REDACTED] of 26 November 1975, although published during the survey, antedates the arrival of the auditors. I am noting this as I think we are due more credit than is given in this section of the report concerning our responsibilities for monitoring external training. I would also like to point out that the Agency is not bound by Title 5 of the Government Training Act with regard to the provision that an employee may be sponsored for only one year of academic training in a ten-year period of service. Beyond these observations I would say that we are in basic agreement with the points made on our responsibilities for full-time external training. We have moved to implement the recommendations in the survey with the exception of the revision of policy concerning Title 5 as discussed above.

10. In particular, justifications for external training have been put on a more stringent basis and it has been necessary to meet with training officers from throughout the Agency to explain this change. We have also met with Office of Logistics representatives concerning a contract for the Off-Campus Program.

11. Component-Conducted Training: My understanding is that OTR does not have responsibility for monitoring of courses which are conducted by components for their own employees. We

are operating under guidance from the Executive Director-Comptroller which tasks OTR with submitting a statistical report and not to attempt to monitor or evaluate the quality of component training courses. I certainly agree with your recommendation that a comprehensive review of the entire scope of component-conducted training is warranted.

STATINTL

Alfonso Rodriguez

Attachments

Distribution:

- Orig & 1 - C/Audit Staff, w/atts
- ✓ 1 - OTR Registry, w/o atts
- 1 - O-DTR Chrono, w/o atts
- 1 - C/TSS, w/o atts
- 1 - C/PRS, w/o atts
- 1 - C/FTD, w/o atts
- 1 - C/II, w/o atts
- 1 - C/LLC, w/o atts
- 1 - C/CTP, w/o atts
- 1 - [REDACTED] w/o atts (*hand carried*)
- 1 - D/OT, w/o atts
- 1 - DDTR, w/atts

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OTR [REDACTED]:sm (9 March 1976)